



# COMMONWEALTH of VIRGINIA

## Department for the Aging

Jay W. DeBoer, J.D., Commissioner

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*COMMONWEALTH of VIRGINIA*  
*Department for the Aging*  
Jay W. DeBoer, J.D., Commissioner

**MEMORANDUM**

**TO:** Executive Directors  
Area Agencies on Aging

**FROM:** Janet Dingle Brown, Guardianship & Legal Services Development Coordinator

**DATE:** April 5, 2005

**SUBJECT:** "Bill Payer" Services Offered By AAAs

Please advise whether or not your agency offers "Bill Payer" services. We are compiling a list for the Center for Elder Rights and would appreciate your feedback. My direct telephone number is (804) 662-7049. You can also reach me by email at [janet.brown@vda.virginia.gov](mailto:janet.brown@vda.virginia.gov).

Thank you.

**COMMONWEALTH of VIRGINIA**  
*Department for the Aging*  
 Jay W. DeBoer, J.D., Commissioner

**MEMORANDUM**

**TO:** Executive Directors Area Agencies on Aging  
 AAA Information and Referral Specialists & AAA Care Coordinators

**FROM:** Faye D. Cates, MSSW, Human Services Program Coordinator

**DATE:** April 5, 2005

**SUBJECT: 2005 Annual Information and Referral/Care Coordination Training  
 and VAIRS Annual Meeting**

This is a reminder of the April 18, 2005, registration deadline for the joint Aging Information and Referral/Care Coordination Training on April 20, 2005, and the Virginia Alliance of Information and Referral Systems (VAIRS) Annual Conference on April 21<sup>st</sup> at The Place in Glen Allen, Virginia. This is the first joint effort to bring aging and generic I&R specialists together to share in a training initiative.

The registration information was shared in the February 15, 2005, Tuesday Mailing, #05-67. The registration package can be found on the VAIRS web site, <http://www.vairs.org/conference.htm>. A brief look at the aging training agenda and presenters follows:

8:30 a.m.	Registration & Continental Breakfast
9:00	Legal Tools For Retirement Planning, Terry Raney, Esq., formerly of the VDA Elder Rights Center
10:30	Fraud, Scams, Identity Theft and Virginia TRIAD Ben Garrett, VDA Outreach and Education Coordinator
12:00 p.m.	Lunch – cost included in the registration fee
1:15	The Limited English Proficient Challenge & Developing Opportunities for Local Government, Angie Carrera, Language Access Coordinator, Fairfax County Government
2:30	Virginia's Earned Income Tax Credit Initiative, Service Providers and Potential Recipients, Carolyn Spohrer, EITC Project Manager, Community Action Partnership

**COMMONWEALTH of VIRGINIA**  
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**MEMORANDUM**

**TO:** Executive Directors, Area Agencies on Aging

**FROM:** Ellen M. Nau

**DATE:** April 5, 2005

**SUBJECT:** Kinship Care

**Next Task Force Meeting:** Tuesday, June 21, 2005 at 10:00 A.M. in the Conference Room of the Virginia Department for the Aging. Bring a new member!

**E-Seminar**

The United States Department of Agriculture/Cooperative State Research, Education and Extension Service (USDA/CSREES), in partnership with The Ohio State University, University of Wisconsin, Pennsylvania State University, Purdue University and the Children, Youth and Families Education and Research Network (CYERnet) recently offered the 4<sup>th</sup> Annual Family Life E-Seminar, "*Grandparents Raising Grandchildren: New Opportunities for New Relationships*," and have now opened their website to professionals working with grandparents and other caregivers.

The website <http://hec.osu.edu/eseminars/grg> offers professionals who work with caregivers the following information:

- Most e-seminar panelist papers and handouts
- Video clips from the e-seminar
- Compiled discussion by topic and by session in PDF format
- Complete directory of e-seminar participants
- Online resources shared during e-seminar

**New Magazine for Grandparents**

Francine Blum, Director of the Foster Grandparents Program at Senior Connections, The Capital Area Agency on Aging, reports that there is a new magazine for

grandparents named **GRAND**. The current issue has information for grandparents who have custody of their grandchildren and the June/July issue will have a feature article on the Foster Grandparent Program. Go to [www.grandmagazine.com](http://www.grandmagazine.com) to preview the current issue that features Paul McCartney on the cover and for subscription information!

*COMMONWEALTH of VIRGINIA*  
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**MEMORANDUM**

**TO:** Executive Directors - Area Agencies on Aging  
AAA Transportation Managers

**FROM:** Faye D. Cates, MSSW, Human Services Program Coordinator

**DATE:** April 5, 2005

**SUBJECT: BEST PRACTICE FOR NEW DRIVER BEHIND-THE-WHEEL  
DRIVING TEST**

Mr. Johnny Cleaton, Transportation Coordinator at Lake Country Area Agency on Aging has developed a tool to document the behind-the-wheel test for new drivers. It is based on a 25-point system, with a minimum of 20 points required to pass the test. The attached form is shared with area agency on aging transportation managers and coordinators in case you are looking for a method to better document driving performance of new drivers. Should you have questions about the form, contact information for Mr. Cleaton is as follows:

Johnny Cleaton, Transportation Coordinator  
Lake Area Bus Transit System  
1105 West Danville Street  
South Hill, Virginia 23970  
(434) 447-7661 Office Telephone  
(434) 447-4074 Fax

Name of Applicant: \_\_\_\_\_

Date: \_\_\_\_\_

Test given by: \_\_\_\_\_

### BEHIND THE WHEEL DRIVING TEST

- |     |  |           |
|-----|--|-----------|
| 1.  | Seat belt (drivers and passengers)           | _____ 1pt |
| 2.  | Check mirrors                                | _____ 1pt |
| 3.  | Right turn out of agency                     | _____ 1pt |
| 4.  | Right turn onto Goodesferry                  | _____ 1pt |
| 5.  | Curb side parking                            | _____ 1pt |
| 6.  | Closeness to Fire Hydrant                    | _____ 1pt |
| 7.  | Merging back onto road                       | _____ 1pt |
| 8.  | Right turn to Bypass                         | _____ 1pt |
| 9.  | Left turn onto Bypass                        | _____ 1pt |
| 10. | Speed (55 mph)                               | _____ 1pt |
| 11. | Merging onto divided highway after left turn | _____ 1pt |
| 12. | Right onto Hwy 1 (turn lane)                 | _____ 1pt |
| 13. | Speed reduction (45 to 35)                   | _____ 1pt |
| 14. | Speed reduction (35 to 25)                   | _____ 1pt |
| 15. | Left turn onto Chaptico                      | _____ 1pt |
| 16. | Left turn onto Buena Vista                   | _____ 1pt |
| 17. | Left turn onto Thomas                        | _____ 1pt |
| 18. | Right turn onto Plank                        | _____ 1pt |
| 19. | Left turn onto Wilson                        | _____ 1pt |
| 20. | Right turn onto West Danville                | _____ 1pt |
| 21. | Left turn into Agency (center turn lane)     | _____ 1pt |
| 22. | Backing up vehicle                           | _____ 1pt |
| 23. | Smoothness of ride                           | _____ 1pt |
| 24. | Overall braking                              | _____ 1pt |
| 25. | Awareness of Surroundings                    | _____ 1pt |

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**COMMONWEALTH of VIRGINIA**  
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 Jay W. DeBoer, J.D., Commissioner

**MEMORANDUM**

**TO:** Executive Directors  
 Area Agencies on Aging

**FROM:** Tim M. Catherman  
 Deputy Commissioner, Support Services

**DATE:** April 5, 2005

**SUBJECT:** Virginia Aging and AoA in the News

Below are Virginia Aging or AoA related articles that have occurred since last week's Tuesday E-mailing. These links do not require a paid service; however, some (like the Washington Post, etc.) ask a brief survey or registration. Please note some links are time sensitive and can change daily. Some articles may be editorial and/or political. Links are presented 'as is'.

If you are aware of articles that I am missing, please e-mail me a link for inclusion next week.

**VDA**

[Going in peace](#)

Richmond Times Dispatch - Richmond, VA,  
 ... Jay W. DeBoer, an attorney and commissioner of the Virginia Department for the Aging, strongly urges discussing last wishes with loved ones. ...

**Virginia AAAs In the News**

[Internet combats caregivers' isolation](#)

Coalfield Progress - Norton, VA  
 ... the focal point of this innovative effort, Mountain Empire Older Citizens executive director ... Health Sciences Library at the University of Virginia's College at ...

[More Seniors To Impact Transportation](#)

Burke Connection - VA  
 ... "There will be an increase to 200,000 seniors in Northern Virginia. ... Ethel Mintzell, 88, about services offered through the Fairfax County Area Agency on Aging. ...



## **Virginia Aging and AoA in the News**

### **Page 2 of 3**

#### [Other groups, programs also assist caregivers](#)

Coalfield Progress - Norton, VA

Mountain Empire Older Citizens' project to orient caregivers to the use of the Internet for health information, email and chat room support...

# Elements for success: Project, premise, participants, partners

"It took a lot of work and the sacrifice of a lot of time to pull this project together," Mountain Empire Older Citizens executive director Marilyn Maxwell said of *Tech World: An Information Portal*.

"But this project, the first in the nation, is already being seen as a model across the country. And in June, we present it to an international conference, with the potential to see it implemented in other countries."

## THE PREMISE

The growing need for home care is among the most urgent issues in America's maturing society, Maxwell noted. "Contrary to popular misconception, the primary sources of care for those who are ill in this country — of all ages — remains family and friends."

"And contrary to popular lore, Americans do not abandon older people to nursing homes in massive numbers, or even rely primarily on paid professionals for care," she added.

Studies show that, on any given day, only 4.3 percent of the aged population who need long term care live

in a nursing facility, she noted. Among people receiving long-term care in the community, fewer than 11 percent receive all of their needed care from a paid home care worker.

"The vast majority of people receive most or all of their long-term care from family, friends and volunteers — which makes care for the elderly an issue for all generations," she continued.

## PROJECT GOALS

- To combat misinformation regarding aging and dementia among children and teens;
- To promote an awareness about Alzheimer's Disease and its effects on families and caregivers;
- To encourage empathy and compassion toward the elderly in our communities.

Teens helped caregivers recognize reliable information on the Internet by accessing sites such as: [www.mecoc.org](http://www.mecoc.org), which has a variety of Alzheimer's Caregiver Links such as [www.Medlineplus.gov](http://www.Medlineplus.gov) and [www.noah-health.org](http://www.noah-health.org) (New York Online Access to Health).

Participants learned to use elec-

tronic mail, using MountainNet Web Mail; and Alzheimer's Caregivers Chat Rooms, using Invasion Power Board-ParaChat.

## PARTICIPANTS

Caregivers who participated in the pilot Internet teen mentoring and training project Mountain Empire Older Citizens and its partners included:

Gerald Jastrumski, Teresa Shoop, Alberta Mitchell, Rosa Hamrick, Sarah Akers and Mary Ellen Clasby, all of Big Stone Gap;

Jane Brooks, Nancy Smith, Linda Lovell, Lynette Stuart and Loretta Stapleton, also of Big Stone Gap;

Mary Klemick, Janet McKenzie and James and Charlotte Hubbard, of Appalachia;

Bernice Falin, Vada Ido and Kim Gibson, of Norton;

Mary Troxel and Lula Belle Reasor, of Pennington Gap; Debra Bledsoe, of Gate City and Lillie Taylor, of Coeburn.

Powell Valley High School juniors who served as student mentors, receiving training on how to teach, and then doing the actual Internet, two co-wrote the proposal titled "Us-

ing the Internet for Alzheimer's Care: The Challenges for Elders and Service Organizations. The seed grant was obtained from the Virginia Center on Aging.

• Wise County Public Schools: services of technology leaders Nolan Kilgore and Pat Johnson; donation of used computers to caregivers.

• Powell Valley High School: Principal Gene Rowland provided computer labs and library for meeting and training spaces, and facilitated recruitment, screening and selection of teen mentors;

• Regional Adult Education Program of Lee, Scott, Wise and Norton Public Schools; Rebecca Scott prepared and presented information on older adults as learners, and led teen training in this subject area.

## THE PROGRAM

*Tech World: An Information Portal* was created through a partnership consisting of the following:

- Funding from the Alzheimer's and Related Disorders Research Award.
- MECOC staffers, through efforts coordinated by Marilyn Maxwell and Julia Dillon.

• Carlrow International, Dr. Michael Creedon, who with Maxwell, co-authored the grant and program proposal titled, "Developing, Implementing and Evaluating Training Modules for High School Students to Teach Alzheimer's Care-

givers to use the Internet Effectively as a Tool to Assist in Caring for their Family Members." In addition, the

two co-wrote the proposal titled "Us-

Other partners included: LENOWISCO Planning District Commission, Virginia Center on Aging, Norton Community Hospital Ethics Committee; Mountain Empire Community College; The Claude Moore Health Sciences Library Outreach of the University of Virginia's Health Sciences Library, Ann Duesing based at UVA-Wise; Northeast Tennessee-Southwest Virginia Alzheimer's Association, Tracey Kendall.

Probable barriers for some caregivers were identified as: need for respite services, need for transportation, need for a low-cost computer and assistance with paying monthly fees. These barriers were addressed in the pilot project through cooperation from the above listed partners.

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**MEMORANDUM**

**TO:** Executive Directors  
Area Agencies on Aging

**FROM:** Ellen M. Nau, Human Services Program Coordinator

**DATE:** April 5, 2005

**SUBJECT:** National Family Caregiver Support Program: Caregiving in the Workplace

**Workshops**

John Paul Marosy, President of Bringing Elder Care Home, will offer a series of workshops for employers, employees and community organizers called **Elder Care and Work: Finding the Balance** in Denver on May 6, Chicago on May 20 and Baltimore on June 24, 2005. Marosy notes that some large firms take elder care as seriously as child care but, generally, the American workplace is “a vast wasteland” in terms of support for the working caregiver. He advocates area agencies on aging teach employers about home and community-based services that can benefit their employees that care for elderly relatives. Attendees at an October 2004 **Elder Care and Work: Finding the Balance** training in October, 2004 included geriatric case managers, assisted living marketers, parish nurses and area agencies on aging National Family Caregiver Support Program staff. For information on the 2005 trainings, contact John Paul Marosy at Bringing Elder Care Home 508-854-0431, [www.bringingeldercarehome.com](http://www.bringingeldercarehome.com)

**Bringing Elder Care Home LLC Teleseminar Highlights January 21, 2005**

Attached in PDF are summaries of two presentations at this teleseminar. Donna Wagner Director of the Gerontology Program at Towson University, Towson Maryland discusses the historical background of eldercare in the workplace, new factors in employees caring for elders and trends in workplace elder care supports – what has worked and what hasn’t worked. Ann Bannes, Vice President, St. Andrew’s Resources for Seniors in St. Louis, Missouri presents “The Caring Workplace” program initiated by her organization and funded by a three year grant from the U.S. Department of Health

National Family Caregiver Support Program: Caregiving in the Workplace  
Page 2

and Human Services. “The Caring Workplace” is a workplace-based support program for employed caregivers, usually family members providing care for elderly parents or significant others. The project has been operational for two years and is in place in twelve companies across the St. Louis metropolitan area.



***Bringing Elder Care Home LLC***

## ***Teleseminar Highlights***

January 14, 2005

An Interview with Donna Wagner, Ph.D., Director, Gerontology Program, Towson University, Towson, MD

[dwagner@towson.edu](mailto:dwagner@towson.edu)

410-704-4643

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*An audio CD recording of this interview is available from Bringing Elder Care Home for \$19.95, plus \$4.00 shipping. To order, send a check for \$23.95 to Bringing Elder Care Home LLC, 52 Holden Street, Worcester, MA 01605.*

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### Historical Background

The first studies on elder care in the workplace were undertaken in the 1980's. They looked at the question of whether or not elder care/work balance was a problem. At that time, most people viewed work and family as two separate realms of life.

Today, we are seeing the result of the unprecedented number of women who have entered the workplace. If there are two adults in a household today, the likelihood is that they are both working. There isn't anyone at home to care for a family member who needs help.

It was easier to put the barrier up between work and family when there weren't as many people in the workplace. Today, even if you wanted to keep the two areas separate, it's very difficult to do today.

In the 1980's, there were many stereotypes. For example, if an employer had a production facility and it was mainly staffed by men, they would say "Oh, we don't have

an elder care problem.” Others would say that there may be an elder care problem, but not in *our* workplace.

### New Factors Today

Today, employers are much more savvy and about 25% of large employers are sponsoring programs to deal with elder care to try to mitigate some of the negative effects. There’s been a shift of thinking to #1 Accept elder care as a workplace issue and #2: It might be something that is work managing.

Another key factor is the large number of men who are involved in caregiving. This has been an eye-opener for many of us who do research. This is important because many employers might have downplayed elder care as “just a women’s issue.” That’s changing

In regard to males and caregiving: Men are much less likely than women to talk about caregiving at work. They are less likely to talk to co-workers or to reach out to supervisors to make use of elder care programs. Men are helping the problem continue because they are not speaking out about their caregiving experience.

Men are doing just about the same types of caregiving tasks as women. They are equally likely to be managing money, managing medications, arranging for services. The one area where there continues to be a difference? Women are still more likely to provide hands-on personal care. Women also are reporting a higher number of care hours than men.

Another important recent change: We are seeing a significant drop in the number of family caregivers who are helping with activities of daily living (2004 National Alliance for Caregiving survey). We have better policies now for Medicare home care services and we’ve seen dramatic growth in assisted living services. These formal services are picking up where family members leave off.

In order to work, people are not going to give up caring for a parent. Private pay home care is going to be a lifeline for the family caregiver of the future, even more so than today.

### Trends in Workplace Elder Care Supports

Preliminary data also indicate that people at work who have access to elder care programs are not using these services. Only about one to four percent of employees make use of elder care supports. Since about 11-15% of employees are dealing with elder care at any one time, this is a small proportion.

Also, younger workers today have a much different sense of entitlement about benefits and programs having to do with work and family programs. Today’s younger workers have started their work lives with more laws protecting their privacy, with less of an adversarial feeling about their relationship with their employers – compared to the baby

boomers, for example. This will increase the demand for work-life benefits as time goes by.

Elder care has never been developed based on demand. That's one of the things that differentiates it from child care. We haven't seen a high level of demand from workers. It's been driven more by concerns on the part of the employer.

We don't have the research that compares the effectiveness of different elder care support models. We are just getting underway with this type of research now.

Decision support services, like providing employer-paid care management, seems to be the cutting edge today. Elder law consultation is another example. These services allow the employee to tailor his or her response, to deal with their situations on an individual basis.

### Program Development Insights

I've been a little disappointed with the lack of success that local agencies have had in dealing with employers. I've always been an advocate for the Area Agency on Aging network and have seen them as the logical group to enter into contracts with employers. However, many companies are national or international in scope and, thus, it seems easier for them to deal with big vendors rather than community providers.

There are some interesting models that have worked. The Atlanta and the New York City Area Agencies have been pioneers in this. One successful approach is to simply get out there and meet human resources leaders at employers and let them know what you offer. Maybe do some value-added things that can lead to a relationship. For example, a company may have a contract with a national work-life vendor. That doesn't mean the local agency can't add other services, like educational programs drawing on local resources. It takes some effort.

One of the easiest ways to do your outreach for such initiative as the National Family Caregiver Support Program is to get the information out through employers. They are interested and they will give the information to their employees.

### What Has Not Worked

One program that hasn't worked is the on-site adult day care program. For example, when Stride Rite Shoes started such a center, they found that the majority of the users were coming from the community. The market for adult day care is rather small. It doesn't serve the needs of most employees.

The Remington Company developed a respite care program for their employees. They were willing to pay for it. The problem was that they wanted it to be available to employees only on their time off. They set up the pool of respite volunteers and established an assessment process. Not one employee used it.

It is very important to recognize the diversity of issues and circumstances that face employees dealing with elder care.

#### Future Prospects

More companies will be involved in elder care. We may find a model that works well for small to medium sized companies that haven't been involved with the issue.

I am really excited about the California experiment with paid family/medical leave. If you're going to put your money in one place, how about paid family leave? I think a lot of states are going to follow in California's footsteps. Several states now are actually exploring it. This is an important issue for the family caregiving coalitions forming around the country. However, caregivers, as a group, don't self-advocate. They rely on advocacy groups to do it for them. They're busy. They're working.

#### Continue to Listen

As we learn more about family caregivers, it's important for those of us who are advocates to remember that we don't know everything. Families are going to take care of things the way they want to, regardless of how we want them to do it. They are not going to give up the job. We need to continue to monitor them and look at what they need now. We mustn't be too quick to assume that we know what they need. We need to continue to listen to them.





***Bringing Elder Care Home LLC***

## ***Teleseminar Highlights***

January 21, 2005

An Interview with Ann Bannes, Vice President, St. Andrew's  
Resources for Seniors, St. Louis, MO

[abannes@standrews1.com](mailto:abannes@standrews1.com), (314) 802-2192

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*An audio CD recording of this interview is available from Bringing Elder Care Home for \$19.95, plus \$4.00 shipping. To order, send a check for \$23.95 to Bringing Elder Care Home LLC, 52 Holden Street, Worcester, MA 01605.*

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The following Executive Summary of the Caring Workplace Program is provided by St. Andrew's Resources for Seniors. Interview highlights follow the Executive Summary.

## *Executive Summary*

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In October of 2001, St. Andrew's At-home Services, a not-for-profit subsidiary of St. Andrew's Resources for Seniors, was awarded a three-year grant from the U.S. Department of Health and Human Services to design and implement a workplace-based support program for employed caregivers, usually family members providing care for elderly parents or significant others. Known as "The Caring Workplace," the project has been operational for two years and is in place in 12 companies across the St. Louis metropolitan region. This report summarizes process and outcome data related to the project's second year of operation.

### *Project Overview*

The Caring Workplace Program was designed to address the dramatic increase of employed family members who are caring for elderly parents, other aging family members, or significant others. The aging of America has changed the face not only of the family but of the workplace as well. Today, nearly two-thirds of all caregivers, the majority being women, are employed on a full- or part-time basis. They represent more than one-fourth of all employees today, and census projections indicate that these numbers will swell in the coming decade.

The stress on these caregivers is tremendous as they struggle to balance care giving, work, family, and personal responsibilities. Many experience decreased productivity, lost wages, and forfeited advancement opportunities. An estimated 17 percent either quit their jobs early, reduce their work hours, or take extended leaves of absence. Job concerns, coupled with typically escalating care giving responsibilities, lead to increased stress and personal health problems for the caregiver as well. More than half of all caregivers surveyed by MetLife<sup>1</sup> say they have experienced some care giving-associated health issues that have impacted their work, and 69 percent say they believe care giving has at least some impact on their own health. This situation creates a vicious cycle for which there is currently no easy solution.

According to another MetLife study, the challenges for employers are equally great.<sup>2</sup> Caregivers lose between five and 12 days per year and account for 73 percent of early departures. More than 10 percent are absent six or more days per year, and 22 percent lose an average of 50 hours a year to partial absenteeism. Employed caregivers in the MetLife study reported that they spend company time making care giving-related phone calls (84 percent), arrive late or leave early (69 percent), take time off during the day (67 percent), or have to make up work at night or on weekends (29 percent).

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<sup>1</sup> *The MetLife Juggling Act Study: Balancing Caregiving with Work and the Costs Involved*, Findings from a National Study by the National Alliance for Caregiving and the National Center on Women and Aging at Brandeis University, Metropolitan Life Insurance Company, November 1999.

<sup>2</sup> *The MetLife Study of Employer Costs for Working Caregivers*, Based on data from "Family Caregiving in the U.S.: Findings from a National Survey," Metropolitan Life Insurance Company, June 1997.

## ***Interview Highlights***

- The 12 companies in our community have diverse labor pools (various shifts, types of employment)
- One-to-one consultation with employed caregivers, at the worksite is the key service. Seminars and other forms of education are another important component.
- The counselors make appointments with employers in advance.
- Also offer telephonic consultation and referral.
- The issues dealt with vary widely: guilt, emotional impact of coming to grips with physical decline of a parent, dealing with the grieving process, dealing with behaviors of a parent with dementia.
- The key in any interaction with caregivers is to deal with two dimensions:
  - The emotional impact, and
  - Practical solutions: resources, referrals, advocacy.
- Major collaboration is in place with the local Area Agencies on Aging and 140 other groups involved in a metropolitan coalition on aging and caregiving.
- The program includes its own, carefully-selected provider network.
- Companies can purchase services on an “ala cart” basis. They can pay for all services or some of them. It depends on each employers needs.
- The ten companies served include firms with 500 to several thousand employees.
- Companies pay a flat amount, based on the services they want to purchase and the projected utilization rate.
- The program is financially self-sustaining – after two years of financial subsidy via grant support.
- Not one of the employers have required data on productivity impact. They see it as a vital benefit, one which they need to offer because elder care is a growing issue.
- An important lesson: Even if you are invited to work with the company by a senior executive, you must establish relationships with employees and managers at the operational level. You must constantly offer promotional events to keep employees aware of what you have to offer.